

AFCEA-Belvoir Industry Days

18:APRIL:08

**Transforming the Force
to an Expeditionary Army at War**

LTG Jeff Sorenson

Chief Information Officer/G-6

**AMERICA'S ARMY: THE STRENGTH OF THE NATION
ARMY STRONG**





Agenda



Persistent Conflict & Army Initiatives

Army Imperatives & Restoring Balance

CIO/G-6 Focus Areas

- ◆ Network Service Centers
- ◆ Cyber Operations/Warfare
- ◆ CIO/G-6 500-Day Plan
- ◆ Knowledge Management & Data Czar
- ◆ Program Objective Memorandum 2010-2015

Conclusions

Era of Persistent Conflict





7 Army Initiatives

1. Accelerate growth and readiness improvements
2. ***Enhance the quality of support to Soldiers, Civilians, and Families***
3. Maintain the continuity and momentum of modernization
4. Complete Reserve Component transition to an Operational Force
5. ***Accelerate change in leader development to grow leaders for tomorrow's strategic environment***
6. ***Adapt institutional policies, programs, and procedures to support an expeditionary Army at war***
7. Build strategic communication capabilities to effectively communicate with internal and external audiences

4 Army Imperatives

2008
CURRENT



- Demand Exceeding Supply
- Counterinsurgency-Focused Force
- Accelerated Equipment Wear-Out
- Soldier and Family Stress

Restoring Balance



IMPERATIVES

- **Sustain**
- **Prepare**
- **Reset**
- **Transform**

2011
FUTURE



- Steady-State Achieved via Army Force Generation Process
- Full Spectrum Readiness
- Reconditioning and Recapitalization of Equipment
- Better Facilities and Increased Dwell Time for Soldiers



CIO/G-6 Focus Areas



-  **Network Service Centers**
-  **Cyber Operations/Warfare**
-  **CIO/G-6 500-Day Plan**
-  **Knowledge Management & Data Czar**
-  **Program Objective Memorandum 2010-2015**



A Soldier's Story



OPERATIONAL IT/DATA REQUIREMENTS:

NETWORK – constantly changing

E-MAIL ADDRESS – constantly changing/multiple

TELEPHONE NUMBER – constantly changing/multiple

COLLABORATION TOOLS – constantly changing

FILE STORAGE SYSTEM – constantly changing

Garrison

808-555-2020

AKO ARMY KNOWLEDGE ONLINE

AKO-S

(NIPR/SIPR)

BlackBerry

Chat

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Garrison



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Training

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Garrison



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Power Projection



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Deployed



DSN 318-965-6067



(SIPR/NIPR)



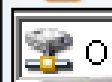
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A Soldier's Story



Ideal End-State

Universal E-Mail Address

Universal File Storage

One Telephone Number

**Standard Collaboration Tool
Set**





Regional Hub Nodes



- **Five locations to provide complete & overlapping coverage of Combatant Command Areas of Responsibility (AOR)**
- All connected to the Global Information Grid (GIG)
 - Focus on Intertheater vs. Reachback via Teleports
 - Support Army/USMC Units & Comm-on-the-Move

Regional Hub Nodes (RHN) –
5 Planned Locations World Wide







CONUS Mission Environment

Priority of Effort



Defensive Perimeter

Battle Command

Investment Strategies

Enterprise TTPs

264 CONUS DOIMS
Supporting
19 Commands/Agencies
at
447 locations

IMCOM = 52	USACE = 57	AAFES = 1
AMC = 50	USARC = 118	USAAC = 3
SDDC = 11	DLS = 44	MEPCOM = 1
INSCOM = 1	CIO/G6 = 7	USASOC = 1
MEDCOM = 36	CFSC = 1	SMDC = 1
ARNG = 57	HRC = 2	DA = 2
TRADOC = 2		

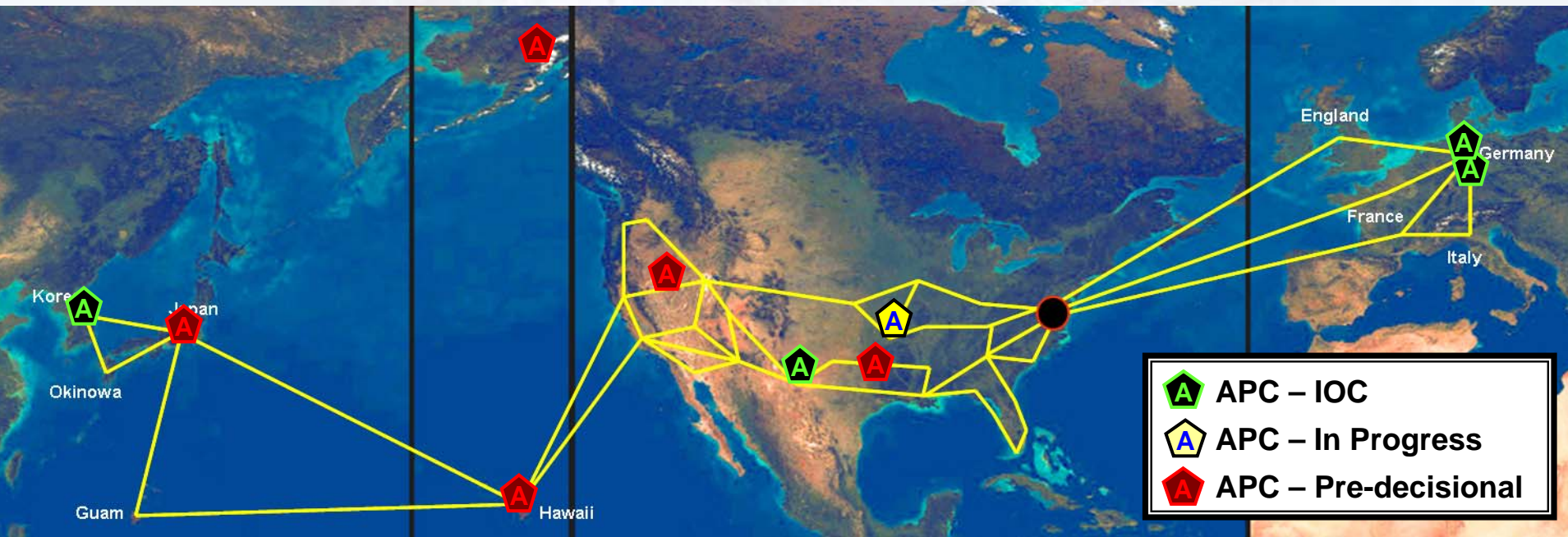
447 Locations

As of
October 2007

The National Atlas of the United States of America

Area Processing Centers

- The purpose of the APC initiative is to improve delivery services through:
- Achieving Net-Centric Operations and Warfare Environment
 - Improving IA and Security Posture
 - Reducing Total Cost of Ownership (TCO) for Information Technology





Network Service Center – Concept

Regional Hub Node (RHN)

- Provides Global Transport
- Intra-Theater Connectivity
- Up to 3 Div per Hub Node
- Connect to each other & DISN services in garrison

Area Processing Center (APC)

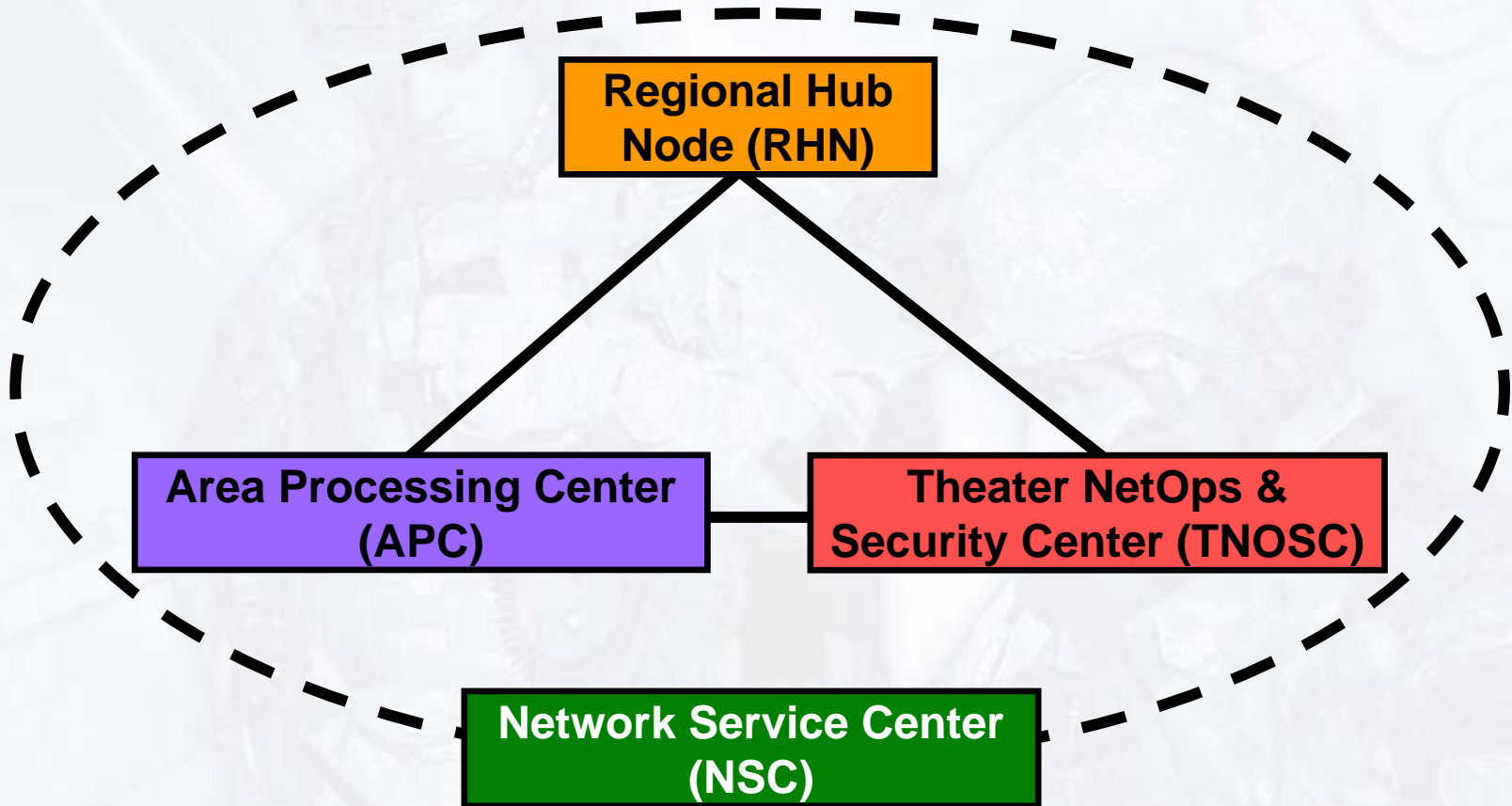
- Data & Applications
- Consolidated IT hardware
- Projection & forward staging of info & services

Theater NetOps & Security Center (TNOSC)

- Information Assurance (IA)
- NetOps & Security
- Technical oversight, content & spectrum management & Help Desk



Network Service Center – Concept



Global "Always On"



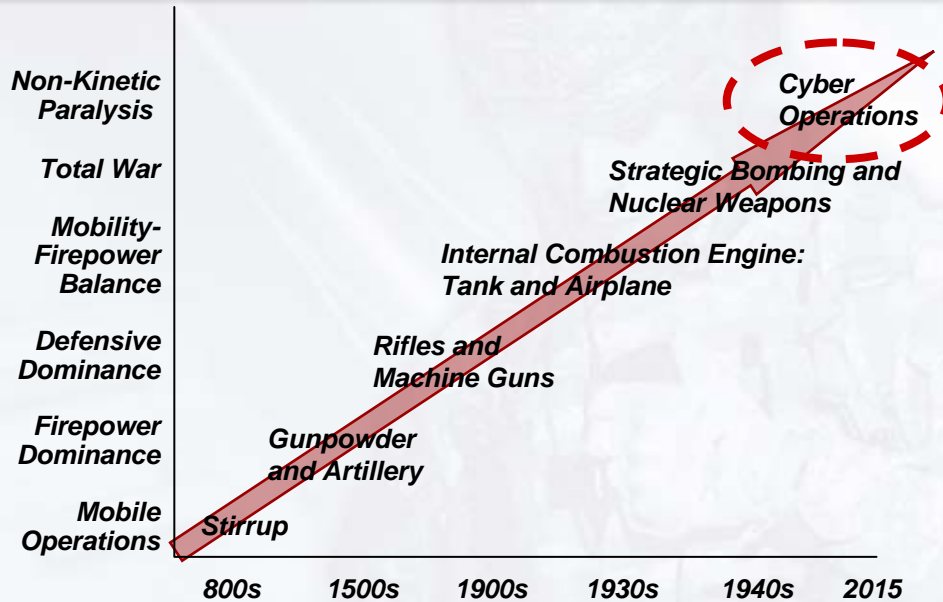
CIO/G-6 Focus Areas



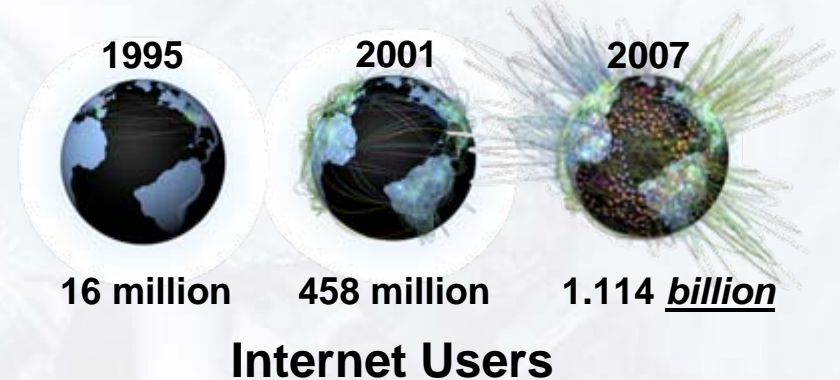
-  **Network Service Centers**
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Cyber Operations will Change Warfare

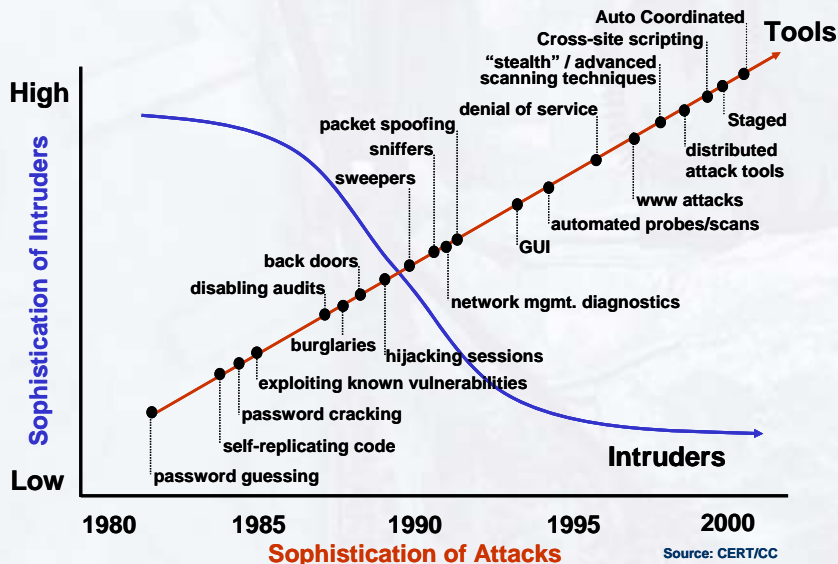


The importance of cyberspace as an arena of conflict will only grow as the world becomes more wired



There is tremendous risk in not investing in CNO:

- Ultimate WMD – Potential to create social, political, military, and economic havoc
- Highly asymmetric
 - Could be relatively cheap
 - Deliverable from strategic distance
 - Very stealthy





Cyber Operations Governance



General Kevin P. Chilton
CDR USSTRATCOM



Lt Gen Croom
CDR JTF-GNO
BG Napper
DEP CDR JTF-GNO

Headquarters (4)



OSD (x2)



DOD IG



Joint Staff

Services (4)



Army



Air Force



Navy



Marine Corps

NetOps Ctrs (7)



DISA (x7)

Operational Control of Service
Network Operations and Security Centers

Combatant Commanders (10)



SOCOM



CENTCOM



EUCOM



PACOM



SOUTHCAM STRATCOM



NORTHCOM



JFCOM



TRANSCOM

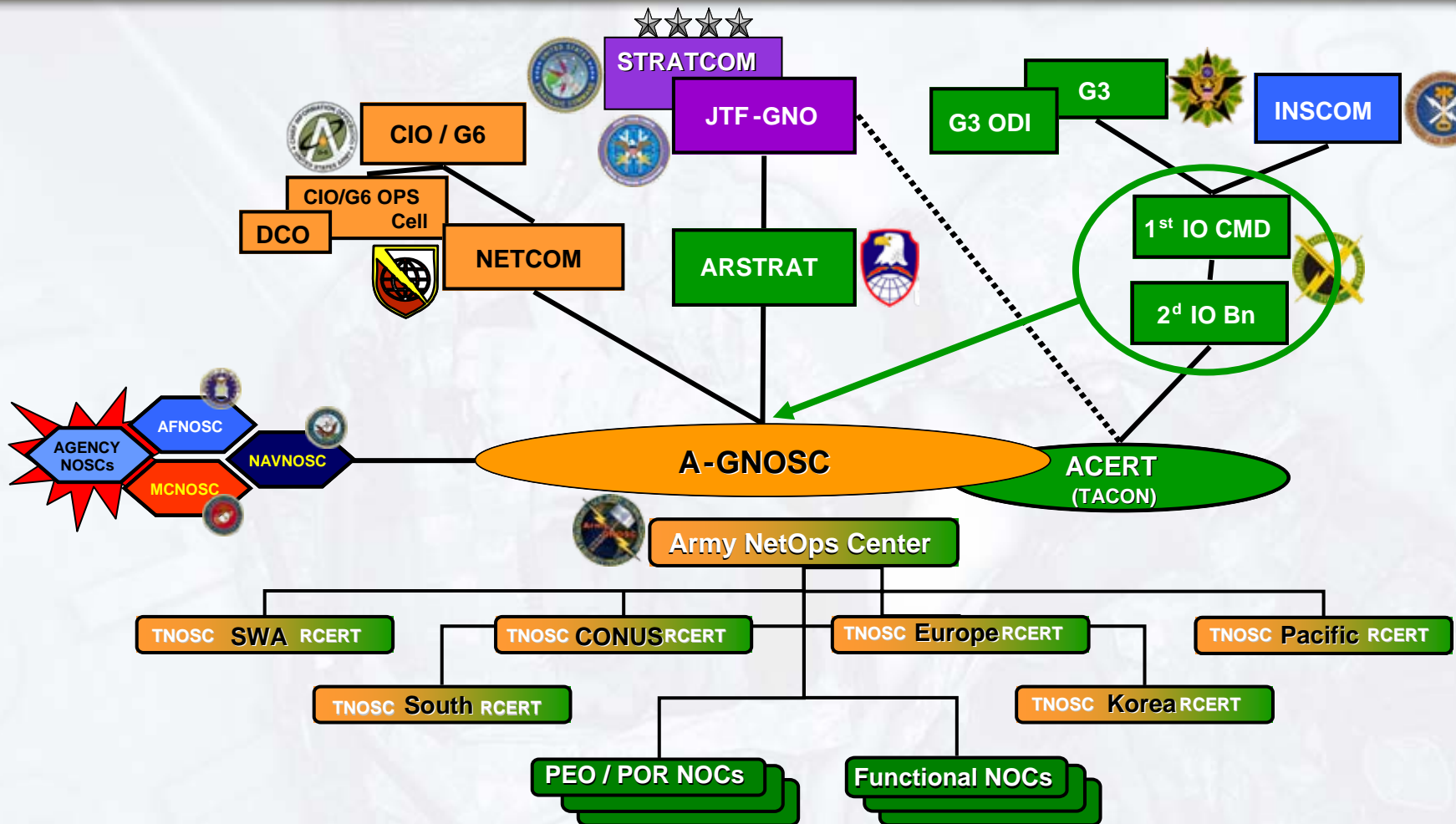


AFRICOM

**Agencies
Field Activities
Others (40)**



Army Cyber Operations Support



Cyberspace: “A global domain within the information environment consisting of the interdependent network of information technology infrastructures that includes the Internet, telecommunications networks, computer systems, and embedded processors and controllers in critical industries.”

DepSecDef Memorandum – 21 Feb 08



CIO/G-6 Focus Areas



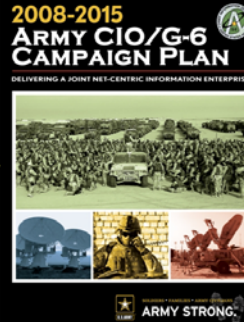
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The IM/IT Strategic Context



WHAT WILL BE DONE



2008 2009 2010 2011 2012 2013 2014 2015

FUNDING TO GET IT DONE

FY08-FY09 Budget FY09 Budget Update FY10-FY11 Budget FY11 Budget Update FY12-FY13 Budget FY13 Budget Update FY14-FY15 Budget FY15 Budget Update

ARMY CIO/G-6
500-DAY PLAN
AUGUST 2007



HOW IT WILL BE DONE

HOW ARE WE DOING IN GETTING IT DONE?

- ❶ CIO/G-6 Campaign Plan is the long-term strategic plan
 - *What will be done*
- ❷ IM/IT POMs/ Budgets are the operational plans
 - *Funding to get it done*
- ❸ CIO/G-6 500-Day Plans are the tactical execution plans
 - *How it will be done*
- ❹ Rolling 100-Day Performance Reviews manage execution of the tactical plans
 - *How are we doing in getting it done?*



Army CIO/G-6 Strategic Goals



- 1** Develop and maintain a secure, seamless, interdependent LandWarNet Network
- 2** Lead enterprise integration by transforming processes, applications and data into net-enabled capabilities
- 3** Provide capabilities to enable secure systems, networks, and information
- 4** Optimize Army Information Technology & Information Management investments across Joint & Army capabilities
- 5** Develop the Army's Information Technology & Information Management knowledge & skills to support mission needs
- 6** Deliver an Integrated Enterprise Strategy to further Army & Joint warfighting capabilities



Army CIO/G-6 Strategic Goals



Army CIO/G-6 Strategy Map

VISION: Deliver a Joint, net-centric information enterprise enabling warfighter decision superiority

ENDS

Develop LandWarNet
Operational Capabilities

Develop the LandWarNet
Institutional Infrastructure

MISSION: Provide architecture, governance, portfolio management, strategy, C4IT acquisition oversight and operational capabilities to enable Joint expeditionary, net-centric information dominance for the Army.

WAYS

Develop and maintain a secure, seamless, interdependent LandWarNet network by leading development and enforcing use of an integrated architecture.

Lead enterprise integration to achieve decision superiority by transforming processes, applications, and data into net-centric capabilities across the Army.

Protect and defend the Army's systems, networks, and information.

Ensure Army information management and information technology investments maximize Army and Joint capabilities.

Develop Army's information management and information technology knowledge and skills to support mission needs.

Deliver an integrated enterprise strategy that influences Joint and Army use of information management and information technology in furthering warfighting capabilities.

MEANS

Secure financial resources.

Secure human resources.

Secure relationships with science and industry to influence technology.



CIO/G-6 500-Day Plan Assessment

100-Day Review Accomplishments



➤ **Goal 1 – LandWarNet Network:**

- ❖ Arifjan FRHN Installation complete, Landstuhl FRHN site-prep complete
- ❖ Obtained Senior Army approval for Network Service Center Strategy

➤ **Goal 2 – Enterprise Integration – Process, Applications & Data:**

- ❖ Completed KM Strategic Plan and Competency Model
- ❖ Published Net-Centric Data Strategy, Developed Army Data Reference Model & Architecture
- ❖ Completed Service Migration Plan for AKO to DKO

➤ **Goal 3 – Secure Systems, Networks & Information:**

- ❖ Developed preferred alternative to extend PKI to tactical/austere environment
- ❖ Addressed Token, Coalition & Increment 2 Capabilities Design Document

➤ **Goal 4 – IT & IM Investments:**

- ❖ Reviewed IT Portfolio across all MAs to prioritize for POM Investment Strategy

➤ **Goal 5 – IT & IM Knowledge & Skills:**

- ❖ Drafted IT Human Capital Strategic Plan in alignment with KM Strategic Plan

➤ **Goal 6 – Integrated Enterprise Strategy:**

- ❖ Enacted HQDA Computer Network Operations Execution Order (CNO EXORD)
- ❖ Developed Process-based framework for CIO/G-6 Business Transformation



CIO/G-6 500 – Day Plan

Way Ahead Next 100 Days (Apr – Jun 08)



➤ **Goal 1 – LandWarNet Network:**

- ❖ Arifjan RHN Site Activation, Landstuhl RHN to reach IOC
- ❖ Initiate APC Strategic Communications Plan, RFP Preparation

➤ **Goal 2 – Enterprise Integration – Process, Applications & Data:**

- ❖ Establish role of Chief Data Officer in Data Management Strategy Construct, conduct Data Management Maturity Assessments
- ❖ Complete KM Implementation Plan

➤ **Goal 3 – Secure Systems, Networks & Information:**

- ❖ Develop PKI Token Policy & DOTMLPF on PKI for tactical/austere environment
- ❖ Develop Army Identity Protection & Mgmt Concept Capability Plan & Policy

➤ **Goal 4 – IT & IM Investments:**

- ❖ Resource IT Investment Strategy in FY10-15 POM

➤ **Goal 5 – IT & IM Knowledge & Skills:**

- ❖ Pilot KM Courses aligned to new KM curriculum & select Interns for Army programs

➤ **Goal 6 – Integrated Enterprise Strategy:**

- ❖ Expand Army's Role in Cyber Operations
- ❖ Facilitate Business Transformation Process Implementation



APC RFI Overview



- Market research to identify strategies that leverage industry best practices, available products, technologies, and services to accomplish the Army's three enterprise IT goals:
 - Improve the delivery of IT services
 - Increase the security of its information and networks
 - Reduce the total cost of ownership of its IT Enterprise
- Requested white papers describing recommended strategies
- Responses must comply with government regulations and not conflict with or duplicate capabilities provided by NCES
- Selected responses may result in one-on-one sessions between vendor and government to discuss proposed strategies in greater detail



Overview of Analysis



Programmatic Issues

- Project Management
- Acquisition Lifecycle

Strategic Initiatives

- Realign Strategic Goals
- Governance
- Requirements Definition
- Phased Approach to Service Delivery
- Capital Investment

Implementation Strategies

- Logical Consolidation to a Single Army IT Enterprise
- Service Delivery
- Network & Capability Management
- Balance Distribution & Centralization



Working Group Objective



- PEO EIS extended invitations to stakeholder organizations to participate in the analysis of RFI responses
- Participants included PEO EIS, CIO/G-6, NETCOM, DISA, and PM DCASS
- Analyze and synthesize the industry responses
- Develop a recommendation brief to Army leadership
- Propose additional dialogue with industry

46 RFI responses were received, read, and analyzed
(131 white papers, fact sheets, and briefs –
2543 pages in all!)



CIO/G-6 Focus Areas



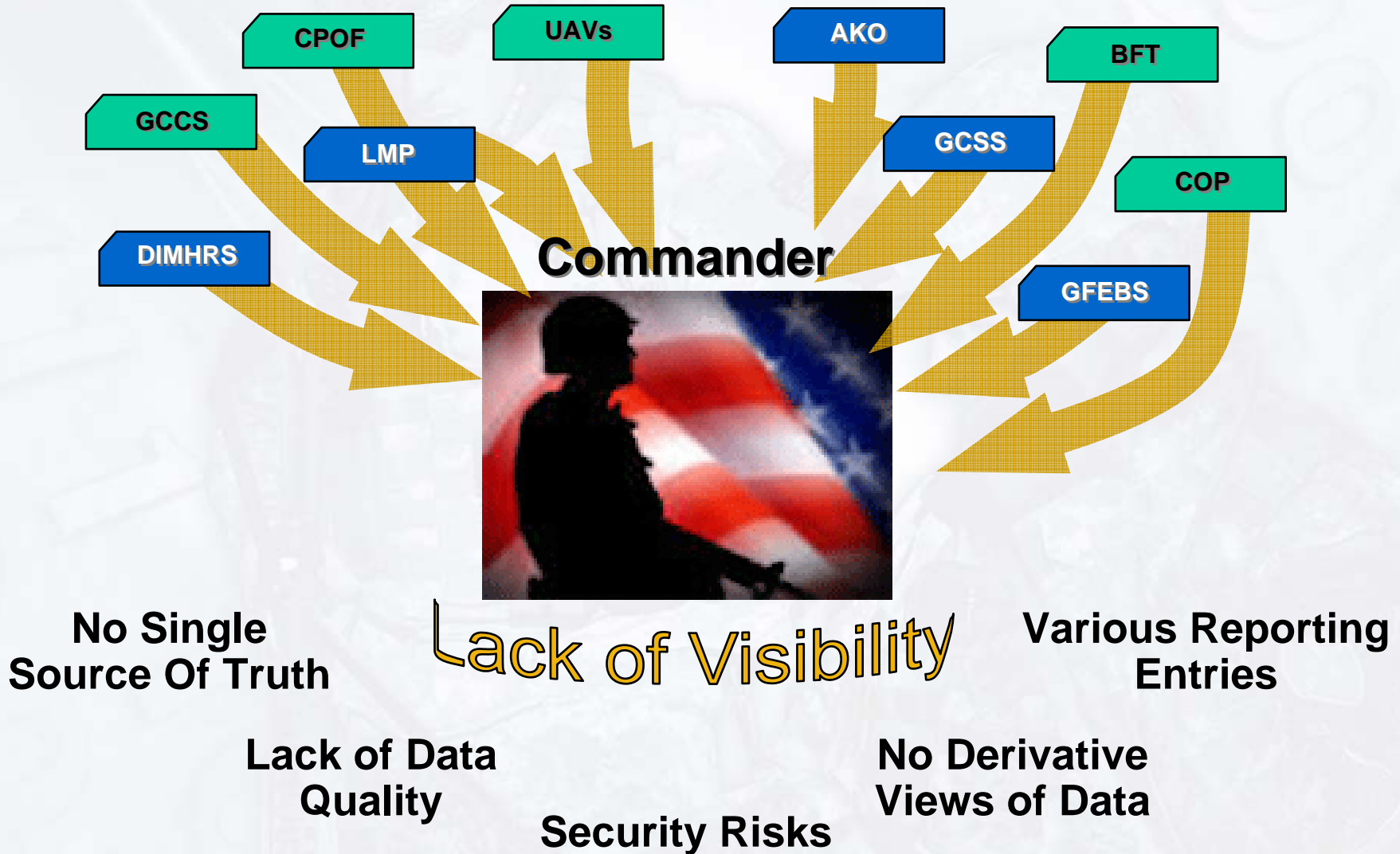
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Multiple Reporting Systems and the Need for Change...





Multiple Reporting Systems and the Need for Change...



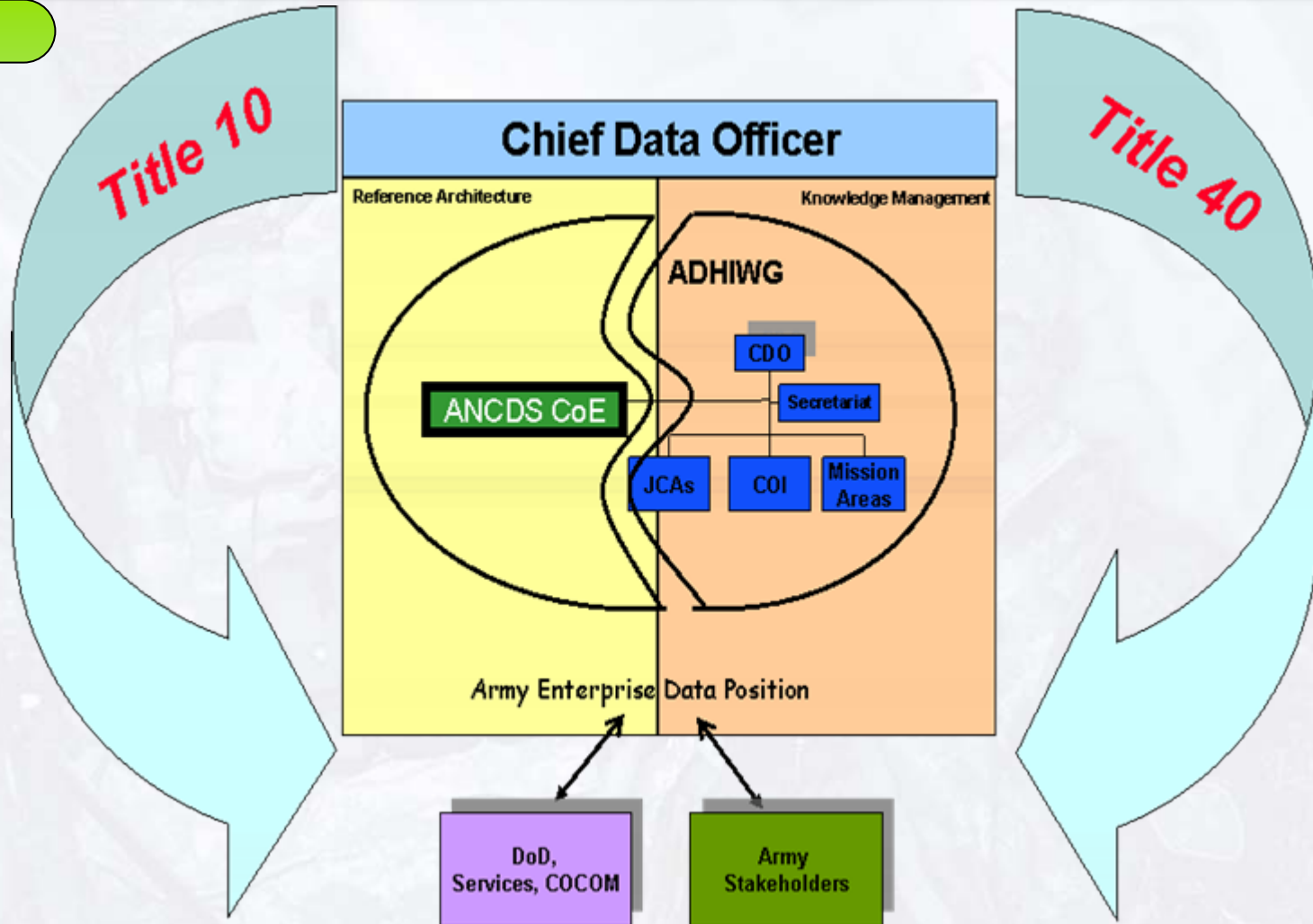


Chief Data Officer

VISION:

Transform the Army to best exploit a Net-Enabled Environment which allows Warfighters and decision makers access to data in a timely and secure manner regardless of the environment

US Commander



Key:

ANCDS CoE: Army Net-Centric Data Strategy Center of Excellence

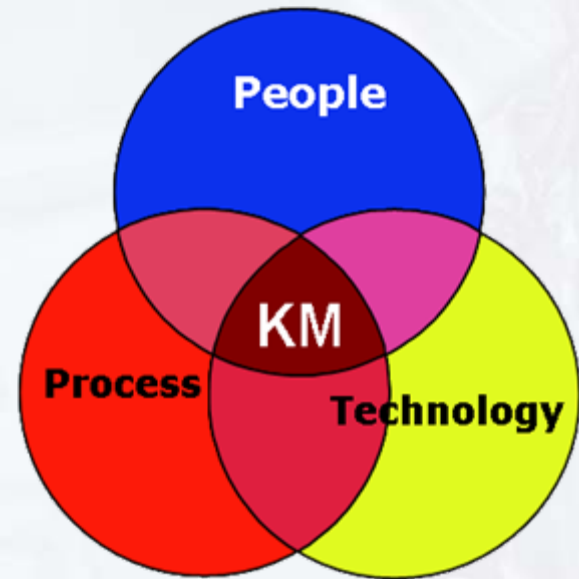
ADHIWG: Army Data Harmonization & Integration Working Group

JCA: Joint Capability Areas

COI: Communities of Interest



Army KM – Organizing Framework



People:

- ✓ Foster culture that encourages and rewards sharing
- ✓ Identify & develop knowledge managers
- ✓ Motivate personnel to use tools & portals

Process:

- ✓ Link KM to organizational processes
- ✓ Leverage “best known” practices

Technology:

- ✓ Enables enterprise-wide knowledge transfer
- ✓ Knowledge portals (i.e. AKO/DKO/JKO, SharePoint, BCKS, Best of Breed, etc.)
- ✓ Secure the network



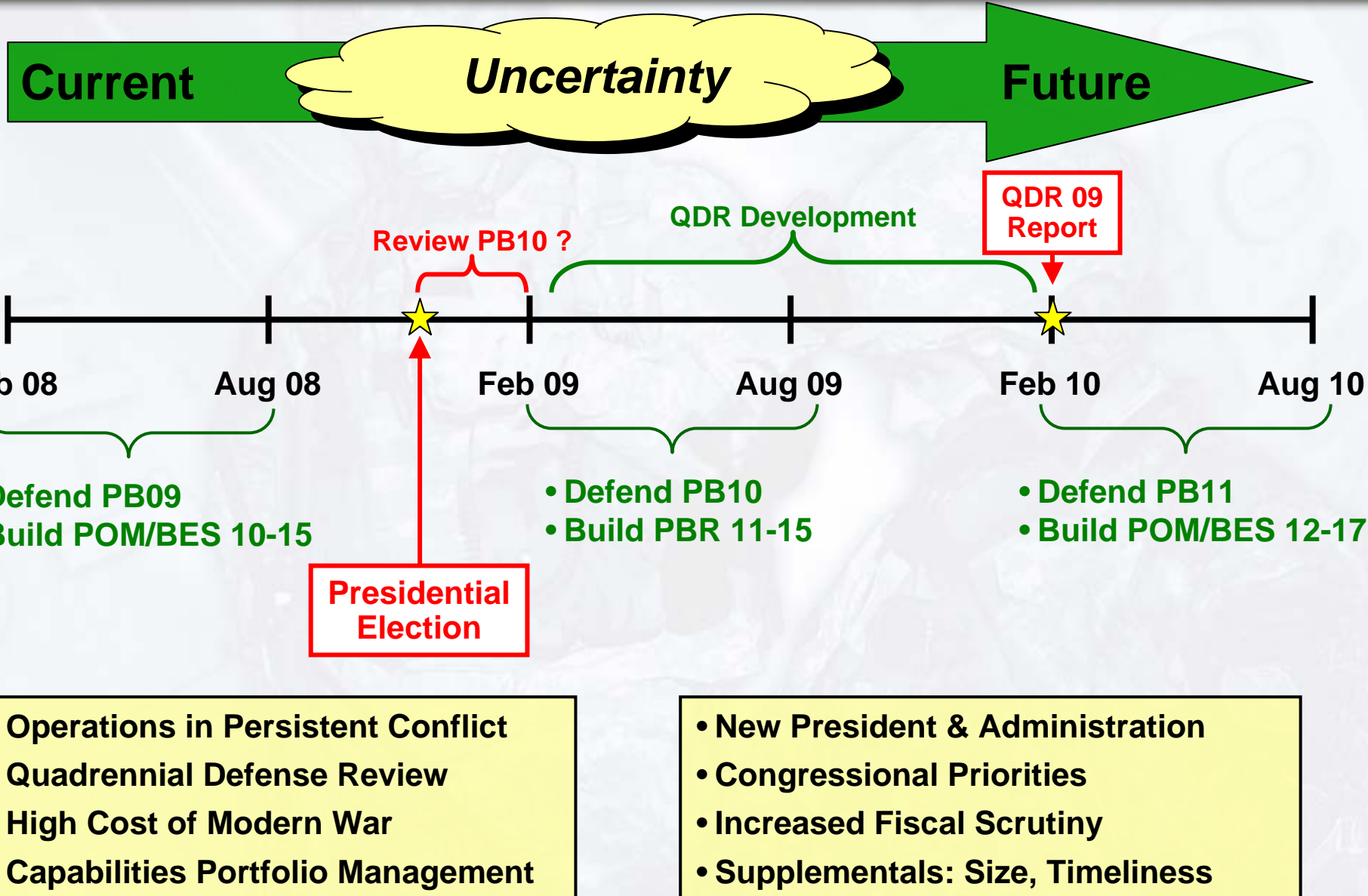
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POM 10-15 – Period of Uncertainty





Intent of POM 10-15



- Restore balance by the end of 2011
- Develop a program to enable an expeditionary, campaign-capable Army across the Total Force
- Develop and retain sufficient strategic flexibility and operational depth in a environment of uncertainty
- Sustain an All-Volunteer Force
- Meet the demands of the National Security Strategy in an era of Persistent Conflict
- Examine the program requirements and garner the maximum capabilities and value possible



Distribution of C4/IT Funding

...Across 6 PEGs (FY 2009 Budget)



Total Army Funding

\$139B

C4/IT Funding
• \$9.97B
• 7.2% of Army TOA

Equipping PEG: \$6.0B

- MILSATCOM
- Warfighter Information Network- Tactical (WIN-T)
- Joint Tactical Radio System (JTRS)
- Force 21 Battle Command Brigade & Below (FBCB2)
- Army Battlefield Command System (ABCS)

Training PEG: \$640M

- Distance Learning
- NETCOM

Organizing PEG: \$449M

- Army Knowledge Online (AKO)
- Network Information Services Agency- Pentagon (NISA-P)

Sustaining PEG: \$217M

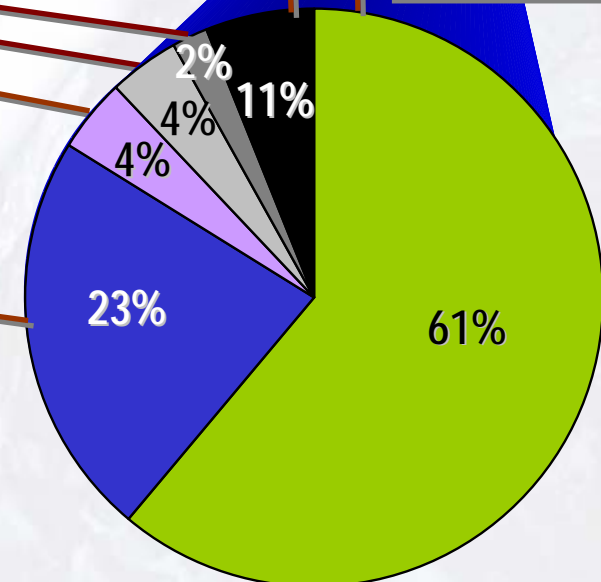
- Global Combat Service Support- Army (GCSS-A)
- Deployment Automation

Manning PEG: \$375M

- Army Recruiter Information System (ARIS)
- HRC Automation
- MEPCOM Automation

Installation PEG: \$2.25B

- Installation Information Infrastructure Modernization Plan (I3MP)
- Reserve Component Automation System (RCAS)
- Long Haul (NIPR, SIPR & DSN)
- Base Support
- Information Assurance (IA)





Army Top 10 "Programs" & IT \$\$



MDEP DESCRIPTION	FY09
FUTURE COMBAT SYSTEM (FCS)	\$2.0 Billion
TACTICAL NETWORK COMMUNICATIONS	\$790 Million
BASE INFORMATION MANAGEMENT OPERATIONS	\$392 Million
BASE COMMUNICATIONS	\$392 Million
9TH ARMY SIGNAL COMMAND	\$365 Million
FORCE XXI BATTLE COMMAND BRIGADE & BELOW (FBCB2)	\$298 Million
ARMY BATTLE COMMAND SYSTEM (ABCS) INTEGRATION	\$289 Million
LONG HAUL COMMUNICATIONS	\$255 Million
INSTALLATION INFO INFRASTRUCTURE MOD PROGRAM (I3MP)	\$250 Million
MILITARY SATELLITE COMMUNICATIONS (MILSATCOM)	\$243 Million

The Army runs the world's largest portal (AKO/DKO), and is the single largest customer of Microsoft, Dell, MPC, and Linux, and in the HP top-5



Service-Disabled Vet-Owned Small Business (SDVOSB) Opportunities



- Veterans Benefits Act of 2003 & Executive Order 13360 sets goal of 3% for SDVOSB Contracts
- Over 12,000 SDVOSB firms registered in Central Contractor Registration (CCR) Database
- Center for Veterans Enterprise maintain VetBiz Vendor Info Pages (VIP) Database
- Army Small Business Website useful resource for SDVOSB <http://www.sellingtoarmy.info>
- Government Services Agencies Website useful resource as well <http://www.gsa.gov/portal>

The image displays two web browser windows. The top window shows the 'OFFICE OF SMALL BUSINESS PROGRAMS' website for the Department of the Army, featuring a banner with a soldier and the text 'VETERAN OWNED / SERVICE DISABLED' and 'BUILDING THE FUTURE OF THE ARMY THROUGH SMALL BUSINESS'. The bottom window shows the 'U.S. General Services Administration' website, specifically the 'VETS GWAC' (Veterans Technology Services Governmentwide Acquisition Contract) page. This page includes a sidebar with links like 'Overview', 'FAQ', and 'List of VETS Contract Holders', and a main content area with a 'Secretary of the Army memo' dated January 9, 2008, and a 'Please note' section stating the solicitation is closed.



Conclusions!!!



Posturing for Persistent Conflict

...driving an Expeditionary Army



CIO/G-6 Focus Areas

...NSC, Cyber Ops, 500-Day Plan, KM & Data Czar



Army Way Ahead

...working key programs & initiatives in POM



Shared Situational Awareness

...Bottom Line to Joint Warfighter



QUESTIONS & THOUGHTS



LTC Jeff Sorenson

Chief Information Officer/G-6



AMERICA'S ARMY: THE STRENGTH OF THE NATION
ARMY STRONG

